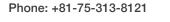
Corporate Profile 2023

HORIBA, Ltd.



Website

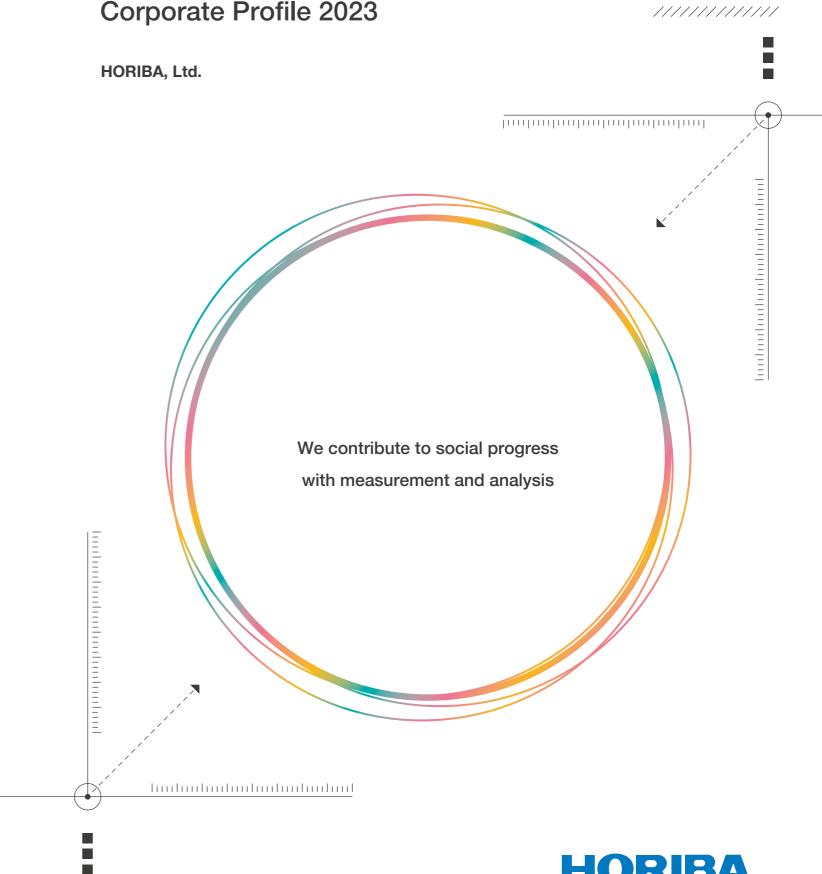




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HORIBA website

www.horiba.com



Group Companies

HORIBA STEC, Co., Ltd.

11-5 Hokotate-cho, Kamitoba, Minami-ku, Kyoto, 601-8116, Japan

Phone: +81-75-693-2300

https://www.horiba.com/int/ semiconductor/

2 Miyanohigashi-cho, Kisshoin, Minami-ku, Kyoto, 601-8551, Japan Phone: +81-75-321-7184 https://www.horiba.com/int/ water-liquid/



HORIBA Advanced Techno, Co., Ltd.

HORIBA Techno Service Co., Ltd.

2 Miyanohigashi-cho, Kisshoin, Minami-ku, Kyoto, 601-8305, Japan

Phone: +81-75-313-8125 https://www.horiba.com/int/

service/



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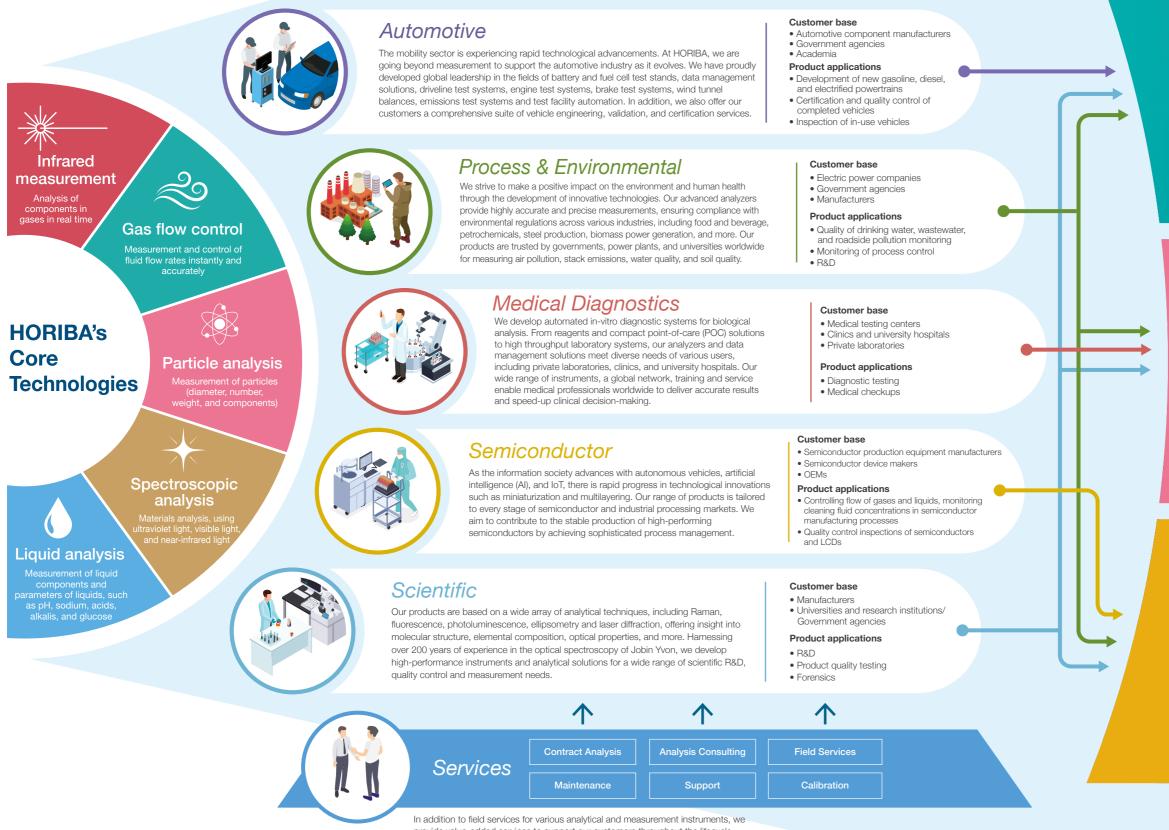


Sharing the joy of understanding through measu rement and analysis.

Since the foundation of the HORIBA Group (hereinafter, HORIBA), we have been committed to contributing to social progress, by developing technologies for the realization of a sustainable future for all.

Measurement and analysis are fundamental for the advancement of science and technology. Our mission is to explore cutting-edge measurement and analysis solutions that lead to significant discoveries and enable breakthroughs to realize a sustainable society. Let HORIBA be your trusted partner through this journey.

HORIBA's business fields



provide value-added services to support our customers throughout the lifecycle management, including contract analysis, joint development, calibration, equipment rental, and subscription services.

Three fields HORIBA is taking on

Energy & Environment

We Contribute to the Realization of Carbon Neutrality, a Step on the Path to a Sustainable Society

S

Bio & Healthcare

We Support Biological and Life Science Research to Enable a Healthy, Safe and Secure Life

Target Categories		
Pharma Production/Drug Discovery	Food and Beverages	
Cellular Biology/Genetics	Cosmetics/Skincare	
Vaccine Development/Viruses	Clinical Diagnostics	
Microorganisms		

Materials & Semiconductor

We Support the Advanced Information Technologies Needed to Achieve New Ways of Daily Life

Target Categories		
Semiconductor Manufacturing Processes	Highly Functional Materials	
Nanomaterials	Semiconductor Materials	
Electronic Materials		

HORIBA's History and Corporate Culture



Corporate motto

"Omoshiro Okashiku"-Joy and Fun

Our philosophy around work, which occupies a considerable part of our everyday lives, is that we should enjoy what we do, be interested in and proud of it. By enjoying our work, we are living a happier and more fulfilling life. This belief is widely shared by all HORIBARIANs* around the world and reflects the meaning behind our corporate motto "Joy and Fun" which was established by our late founder, Dr. Masao Horiba in 1978.

*At HORIBA, we call our employees "HORIBARIANs" and consider them as the most precious asset of our business.

HORIBA celebrated its 70th anniversary on January 26, 2023.

70 years of delivering technological excellence



From the humble beginnings in a small factory in Kyoto, Japan with just 8 members of staff to a global network of 50 group companies in 28 countries all over the world and more than 8,000 employees, we have consistently been developing analytical and measurement solutions that contribute to the advancement of science and technology. However, there is something special about our technology and how we develop it. Since our foundation, our technology is characterized by "HONMAMON," a word used in Kyoto to describe "authentic excellence" in technology; something we take great pride in. Over these past 70 years we have created social value by bringing together diverse human resources who develop products and solutions to address social issues in the spirit of "Joy and Fun"

GmbH) At HORIBA, we are committed to contributing to a sustainable future for all with our cutting-edge technologies. **HORIBA** Radio HORIBA pioneered the HORIBA, Ltd. Standard Technology Inc. established Joint venture company (now HORIBA STEC, Co., Ltd.) Laboratory first glass electrode pH established established in the US, marking established meter manufactured in the start of overseas expansion .lanar COS Co., Ltd. established Business expansion through M&A established (now HORIBA Advanced Techno Co., Ltd.) "Joy and Fun" became the company motto 1945 1950 1953 1970 1974 1975 2000 1978

Venture spirit

HORIBA's journey started in 1945 with the establishment of the HORIBA Radio Laboratory by Dr. Masao Horiba. Despite the scarcities in postwar Japan, our predecessors developed original technologies by using their creativity and ingenuity. This persevering spirit has been passed down to all employees throughout the decades. It is actually this spirit that has enabled us to create innovative technologies, products, and services to address real-life challenges and allowed us to become a leading global provider of advanced measurement technologies. At the very heart of HORIBA's success is the sense of ownership and the venture spirit which is shared by all our employees, who fearlessly take on challenges and constantly strive to deliver innovation. Taking up challenges is an integral part of our employees' personal development and an important aspect for their evaluation.



Japan's first automotive exhaust gas measurement system, MEXA

History of business acquisitions



ABX S.A. France (now HORIBA ABX SAS)

2005

Mechatronics business of Jobin Yvon S.A. France (now HORIBA France SAS) Carl Schenck AG, Germany

MIRA Ltd., UK (now HORIBA MIRA Ltd.)

FuelCon AG, German (now HORIBA FuelCon GmbH)

AG, Germany

2019



Unique global management

One of our key strengths at HORIBA is our robust

global network in 28 countries around the world,

achieved this by actively creating an environment

based on the "Jov and Fun" spirit to enable our

become the driving force behind the company's

success. We also drive organizational development

through our global operations by building relations

with our partners and various stakeholders that are

based on trust and engagement, while respecting

approach, we have succeeded in enhancing our

sense of unity as a group and creating powerful

local cultures. As a result of this two-fold

synergies that have propelled us forward.

employees to unleash their full potential and

which is supported by our people. We have

BlackJack Award World Cup 2022

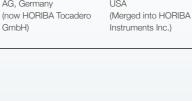
2019

2015 2018

executives of all group companies

TOCADERO Analytics





2nd Presi- dent Masahiro Oura

3rd President Atsushi Horiba

(serving as Chairman & Group CEO since 2018)

The BlackJack Project

Innovation is in our DNA and an integral part of the way we operate. The BlackJack Project, which HORIBA launched in 1997, is a powerful mechanism that encourages employees to bring their ideas forward and provides them with the essential tools to implement them. Every employee can bring forward their ideas about how to save time, reduce waste and costs, improve operational efficiency, develop human resources, etc. The BlackJack World Cup is being held every December in our headquarters in Kyoto, Japan, where contestants from every region around the world gather to present their business

improvement idea in front of the senior management. The BlackJack Project is part of HORIBA's corporate culture in which employees are in the forefront of driving organizational change.



Creating a diverse work environment

At HORIBA, we are constantly striving to create a work environment that reflects social changes and enables our employees to demonstrate their diverse backgrounds and talents, regardless of race, nationality, religion, age, gender, disability, or sexual orientation. We are conducting a number of activities that bring together senior management, our workforce and human resources departments to better explore and facilitate options that support our employees in fulfilling their career ambitions and meet their needs, including (but not limited to) adoption of new and flexible working styles as well as career development.



Recognizing employees with diverse backgrounds in the workplace

2021



MedTest Holdings, Inc.

USA (Merged into HORIBA Instruments Inc.)

2021



BeXema GmbH Germany (now BeXema GmbH)

2023



Tethys Instruments SAS France (now HORIBA Advanced Techno France SAS)



Main development and production sites

We began our full-scale overseas expansion in 1970 with the establishment of a joint venture in the US. Since then, we have expanded our network through mergers and acquisitions to incorporate many R&D and production sites in Asia, the Americas, and Europe. Currently, the group consists of 50 companies (including 4 in Japan), with overseas companies accounting for over 70% of total sales and 64% of employees outside Japan.





Japan







HORIBA, Ltd., Biwako Factory HORIBA BIWAKO E-HARBOR

HORIBA STEC, Co., Ltd., Head Office HORIBA, Ltd., HORIBA Advanced Technology Center

HORIBA Techno Service Co., Ltd., Head Office HORIBA Advanced Techno Co., Ltd., Head Office

49 group companies in **28** countries and regions worldwide

Europe



HORIBA MIRA Ltd., ASSURED CAV (UK)



HORIBA ABX SAS (France)



HORIBA Fuelcon GmbH, HORIBA eHUB (Germany)



HORIBA Europe Research Center

2000



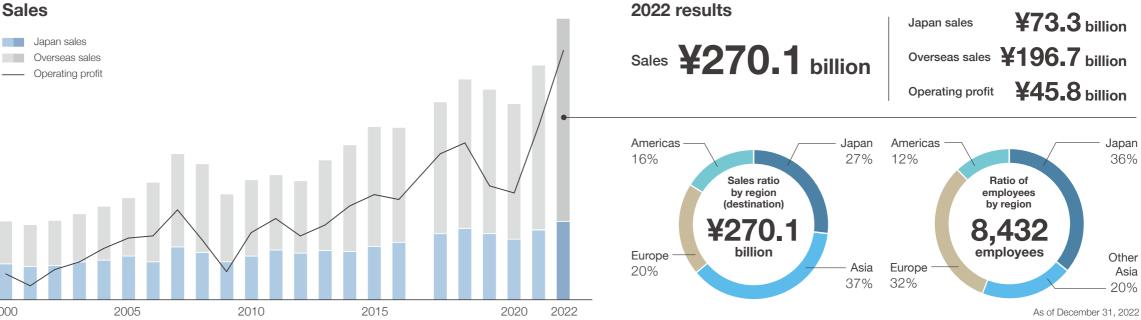
HORIBA India Private Limited, Technical Center



HORIBA India Private Limited, Nagpur Factory



HORIBA Instruments (Shanghai) Co., Ltd., HORIBA C-CUBE



Corporate information

(as of December 31, 2022) Head Office 2 Miyanohigashi-cho, Kisshoin, Minami-ku, Kyoto, 601-8510, Japan Representative Atsushi Horiba Chairman & Group CEO

Founded October 17, 1945 Incorporated January 26, 1953 Net sales 270.1billion yen (Consolidated)* Paid-in capital 12,011 million yen (Consolidated) Number of employees 8,432 (Consolidated)

*Year ended December 31, 2022

05



HORIBA STEC, Co., Ltd. Kyoto Fukuchiyama Technology Center



HORIBA STEC, Co., Ltd., Aso Plant

Americas



HORIBA New Jersey Optical Spectroscopy Center



HORIBA Instruments Inc.



HORIBA Instruments Brasil. Ltda.